

# Optimizing the Navy's Diverse Force



## A Strategic Approach

**CAPT Syd Abernethy**

Presented at the Fourth Annual  
Navy Research and Analysis Conference  
Arlington, VA  
March 30, 2004



# Strategic Diversity Imperative: Why Now?

- Successful diversity management allows Navy to compete for top talent
- Diversity management allows Navy to take advantage of the wealth of talents and skills available to the nation
- Due to improved retention, the Navy is now in a position to actively shape the force...reinforcing a commitment to ensuring the right people, with the right skills, at the right time are where they're needed



# Evaluating Leaders

***“Navy leadership needs to create a sense for everyone - from the moment they begin Naval service - that the Navy is committed to everyone’s personal growth and development.”***

- ADM Vern Clark, Chief of Naval Operations  
September 2003



# CNO Diversity Guidance for 2004

- Support and execute the diversity strategic framework.
  - Realign and improve the Diversity organization.
  - Develop a senior management diversity forum to monitor, guide and support the implementation of the strategic diversity effort.
  - Increase females in enlisted technical ratings by 2% annually.



# The Voyage

- Navy has embarked on a voyage to establish a more strategic approach to leading our diverse force of today and the future
  - Understanding our current diversity environment
  - Defining our strategic diversity future
  - Making a commitment to executing
- We have a long history of being at the forefront of diverse representation within the force
  - Inclusion of African-American Sailors in the mid 1940s
  - Active recruitment of Filipino Sailors began in 1947
  - Mandatory UPWARD training in the 1970s
  - Women at Sea in the 1980s
  - Hispanic Employment Program
- However, we must accelerate our progress to maintain our diversity leadership in the 21<sup>st</sup> Century



# Leading Diversity in the Navy

*Leaders must reach down to the deck plate and create an environment that encourages and enables ALL of our Sailors to reach their personal and professional potential.*



# Overview of Current Trends

- Overall, Navy has made steady progress in increasing representation within its enlisted and officer ranks
- Recent organizational climate data indicate that minorities and women perceive the Navy climate to be improving
- In the area of diversity best practices, Navy is exhibiting some of these practices
- However, opportunities exist for greater progress to expand diversity programs and activities



# CNP: Navy's Diversity Plan

*"...we have developed the Strategic Plan for Diversity, which will enable us to take greater advantage of the multitude of skills and talents available in our Nation today. The intention of this plan is to provide a framework from which to develop the tools and resources to help us succeed in effectively managing our diversity."*

- VADM Gerry Hoewing, Chief of Naval Personnel  
August 2003





# Definition, Vision and Mission

- **Definition:**

*Diversity is the creativity, culture, ethnicity, gender, race, religion, skills and talents of Sailors and civilians that enhance the mission readiness of the Navy.*

- **Vision Statement:**

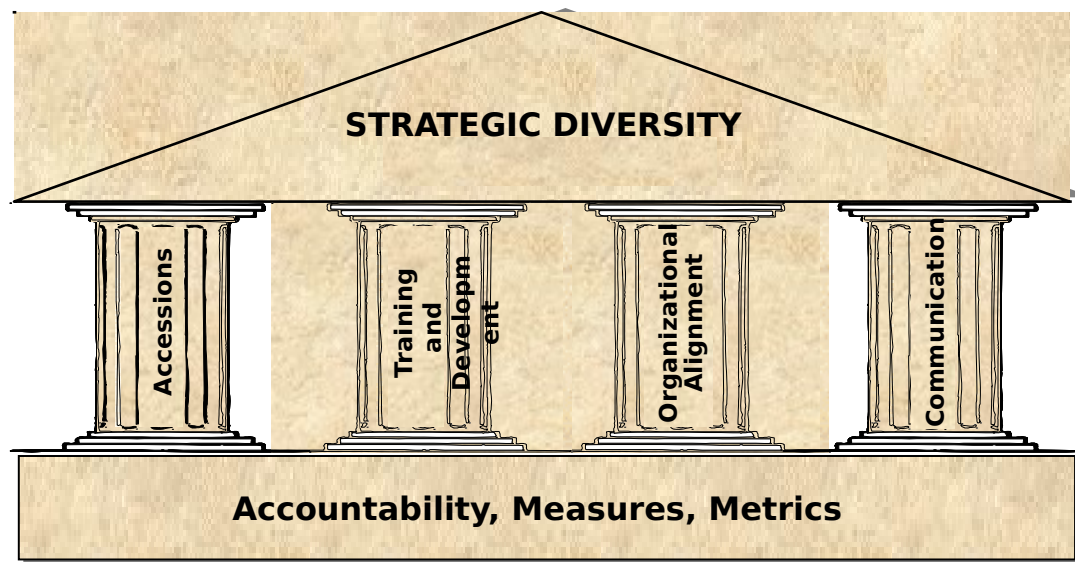
*A Navy that continually invests in the strength of America's diversity, where every Sailor and civilian can prosper and contribute to mission readiness.*

- **Mission Statement:**

*Ensure mission success in an environment that encourages and enables all Sailors and civilians to reach their personal and professional potential.*

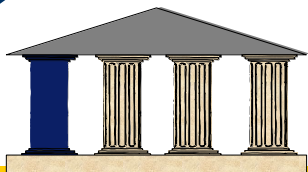


# Diversity Goals and Strategies



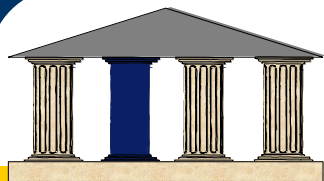
**The goals and strategies are aligned to four pillars and work teams for diversity: Accessions, Training and Development, Organizational Alignment, and Communication**

- Goals and strategies are defined for each pillar, and the pillars are supported by measures to ensure accountability
- Implementation timeframes have been identified for each of the strategies within a goal, and are designated as follows:
  - (1) = Quick Win: 3-6 mos.
  - (2) = Short-Term: 6-12 mos.
  - (3) = Long-Term: 12-36 mos.
- The timeframes indicate the estimated time to complete implementation of the strategy, assuming a concurrent commencement of implementation for all strategies



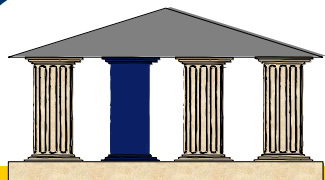
## Work Team: Accessions

- **GOAL:** Improve recruiting efforts so that in five years, Navy is recruiting a more diverse, qualified workforce
- **STRATEGIES:**
  - Refine the system that identifies the appropriate Navy workforce demographics, via periodic analysis of factors such as graduation rates, citizenship and other enlistment impediments (1)
  - 1) Identify high quality, diverse markets (1)
  - 2) Expand efforts for FY05 and beyond to achieve more diverse accessions across all Navy communities (officer and enlisted) (1)
  - Focus recruiting efforts for FY05 and beyond to achieve more diverse accessions across all Navy communities (officer and enlisted) (1)
  - Focus efforts of NROTC one to three year scholarship loading to better achieve more diverse representation. (1)
  - Enlist the assistance of influential civilian and military leaders to help reach targeted markets. (1)
  - Ensure officer applicants have access to officers during the recruitment process (1)
  - Develop and continually assess, refine, and resource all outreach programs such as HARP, OHARP, and SEMINAR (2)
  - Develop a diversity training module at Naval Orientation Recruiting Unit (NORU) to assist in recruiting efforts (2)
  - Investigate the viability of enhancing the Naval Preparatory School or expanding the BOOST Program that will increase opportunities for commissioning through both the NROTC and Naval Academy (2/3)
  - Adjust female recruiting efforts to respond to changes in female berthing/caps on female accessions (1)



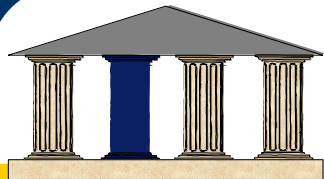
## Work Team: Training and Development

- **GOAL 1:** Embed the Navy's diversity vision into all Sailor and civilian leadership training and management tools
- **STRATEGIES:**
  - Comply with OSD requirement for the Senior Leadership Opportunity Seminar (1)
  - Define a requirement for diversity training at all levels of the Leadership Training Continuum (1)
  - Incorporate diversity into all existing leadership training, both imbedded in appropriate topics and as a discreet module. (2)
  - Enhance current Commanding Officer and Command Master Chief/Senior Enlisted Advisor management tools to incorporate diversity (2)
  - Define a requirement for diversity training for EOAs. (1)



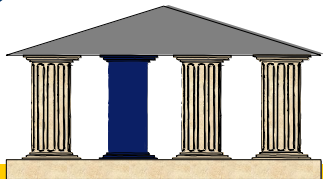
# Work Team: Training and Development

- **GOAL 2:** Create and sustain a culture that values diversity through the continuous education and training of all Sailors and civilians
- **STRATEGIES:**
  - Develop and implement Navy-wide diversity training continuum (2)
  - Review/expand Ombudsman and spouse diversity education and training (2)
  - Develop and implement mandatory diversity NMT as part of Sailorization Continuum and diversity GMT on periodic basis for all members
    - Develop policy regulation (1)
    - Implementation (2)
  - Provide training on career performance counseling tools and performance management for a diverse workforce. (3)
  - Revise CMEO training to ensure full partnership in the diversity strategy (2/3)
  - Revise EOA training to ensure full partnership in the diversity strategy (2/3)



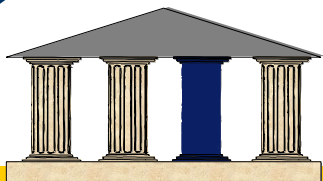
# Work Team: Training and Development

- **GOAL 3:** Promote individual success; provide opportunities and access for Sailors and civilians to develop their knowledge, skills, and abilities to their fullest potential
- **STRATEGIES:**
  - Incorporate diversity into the development and implementation of mentoring processes (2)
  - Develop, implement and conduct periodic interviews (on-line, non-attributional) to establish or enhance system and opportunities for feedback about diversity environment at command using ARGUS (1)
    - Identify existing leadership recognition programs that can include the support of diversity as a selection criteria. Once programs are identified, incorporate the diversity factor (1/2)
  - Create system to track/monitor individual background, training, skills, assignments/details and identify skill gaps. (3)
    - Ensure all members consistently have access to career-enhancing assignments
    - Connect to Sea Warrior (source: NTMPS)
    - Formalize and enhance Individual Development Plan (IDP) process
  - Standardize the tracking of manpower statistics across all communities; track each year group and cohort by length of service and available diversity factors to identify career points where Sailors and civilians drop out of the pipeline; similar



# Work Team: Training and Development

- **GOAL 4:** Continuously track, monitor, and assess promotion, advancement, program selection, and retention rates of all Sailors and civilians and use results as indicators/metrics for success and effectiveness of processes
- **STRATEGIES:**
  - Ensure diversity statistics are available for administrative/non-statutory boards
    - For Sailors (1)
    - For Civilians (3)
  - Ensure diversity statistics of statutory and administrative/non-statutory boards are available. (1)
  - Establish a repository to maintain data for historical purposes and analysis (3)
  - Make information available at all ISIC and TYCOM levels
  - Devise, evaluate and implement metrics for evaluating success in retention (2)
    - Military
    - Civilian
  - Devise, evaluate and implement feedback to career development processes to influence the behavior of all commands and ensure positive action
    - Military (1)
    - Civilian (3)



## Work Team: Organizational Alignment

**GOAL:** Develop and maintain an organizational structure that ensures diversity initiatives and programs are integrated and aligned within the Navy

### STRATEGIES:

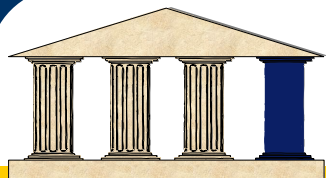
- Establish a Diversity Organization. (3)
  - Establish a fully staffed Diversity Directorate and a Diversity Advisory Council (2/3).
  - Expand the Equal Opportunity Advisors structure and roles. (1)
  - Decide on level of HR Community involvement. (1)
  - Determine roles and responsibilities of fleet and community leaders. (2)
  - Determine roles and responsibilities of CMEOs in the diversity structure. (2)
  - Incorporate Women's Policy (N134 formerly PERS-00W) into the directorate. (1)
  - Realign Navy EO Office under Diversity Directorate. (2/3)
- Align NPC (Naval Personnel Command) in Diversity initiatives. (3)
- Eliminate systemic biases/barriers that limit female accessions. (3)
- Anticipate alignment of Diversity Initiative into Sea Warrior. (3)





## Work Team: Communications

- **GOAL 1:** Inform and educate *internal audiences* on the current diversity initiatives, programs, and opportunities. Internal audiences are defined as all Sailors – Active and Reserve, Families, Retirees, and DON Civilians
- **STRATEGIES:**
  - Define key strategic diversity communications messages to be publicized throughout the force (1)
  - Develop and implement a communications plan to disseminate diversity messages in a targeted, phased, and consistent manner (1-3)
  - Establish on-going communications with key Navy organizational centers of influence (1-3)



## Work Team: Communications

- **GOAL 2:** Inform and educate ***external audiences*** on the current diversity initiatives, programs, and opportunities. External audiences are defined as DoD, the general public, potential recruits, media, the legislature and affinity groups
- **STRATEGIES:**
  - Define key strategic diversity communications messages to be publicized to external stakeholders (1)
  - Develop and implement a communications plan to disseminate diversity messages in a targeted, phased, and consistent manner (1-3)
  - Establish/maintain relationships with best practice organizations, media, general public, legislature, and potential recruits to strengthen the external image of the Navy (2-3)
  - Develop a long-term marketing strategy to position the Navy as a diversity leader (3)



# Implementation Structure

## Senior Leadership Diversity Forum

- Reviews/Approves work of Vision Group
- Communicates Diversity breakthroughs/efforts Navy wide
- Ensures Diversity roadblocks are mitigated
- Serves as an active role model for diversity in organization

## Project Leadership Team

- Provides overall project Management
- Navy and BAH Leadership Staff

## Vision Group

- Representatives from each work team
- Representative from each fleet/ organ support unit
- Serves as core reporting team for project during implementation

### Work Team: Accessions

- Navy Lead/BAH CO Lead
- 4-5 Team Members
- 10 hours per week time commitment

### Work Team: Training & Development

- Navy Lead/BAH CO Lead
- 4-5 Team Members
- 10 hours per week time commitment

### Work Team: Organizational Alignment

- Navy Lead/BAH CO Lead
- 4-5 Team Members
- 10 per week time

### Work Team: Communications

- Navy Lead/BAH CO Lead
- 4-5 Team Members
- 10 per week time commitment

**Accountability, Measures,  
Technology**



# CNP: Diversity is Linked to Readiness

*"Diversity in the Navy is about combat readiness and responding to any mission. Being able to look at operational challenges from various perspectives and accepting a broad range of opinions and cultural differences only serves to make us more agile."*

- VADM Gerry Hoewing, Chief of Naval Personnel  
June 2003



# The Tie to Readiness



**DIVERSITY**

**PEOPLE**



**READINESS**

***"We are moving toward the future to create the 21st century Navy...[it] will rely on our unique asymmetric advantage - the genius of our people."***

ADM Vern Clark, Chief of Naval Operations, September 2003

***"There's not a whole lot more important to readiness, in my view, than our diversity..."***

# **Back Up Slides**





# Best Performance Practices

## 1 Recruiting Programs

- Pipeline Programs
- Intern Programs
- Outreach Programs

## 2 Training and Educating Programs

- Diversity Training
- Awareness Training
- Manager "Tool Kits"

## Mentoring Programs

- ## 3
- Present role models for employees who are seeking to advance in the organization
  - Help new employees assimilate into the organizational culture

## 4 Leadership Development

- Enables managers to develop competencies associated with managing diversity

## 5 Worklife Balance/Quality of Life Initiatives

- Balance of work and life activities, such as dependent care fund alternative work scheduling, and life cycle assistance



# Best Performance Practices

6

## **Succession Planning**

- ▶ Provides career development and growth opportunities for employees within the organization

7

## **Performance Measures**

- ▶ Linking performance evaluations and compensation to implementing initiatives

8

## **Diversity Advisory Council**

- ▶ Serve as a key unit for advancing the diversity objectives of the organization

9

## **Diversity Communications**

- ▶ Create and maintain open channels of communication to allow exchange ideas and develop support for diversity

10

## **Affinity Groups**

- ▶ Groups where employees share a common interest in race, ethnicity, gender, age, religion, national origin, or cultural heritage

11

## **Diversity Strategic Plan**

- ▶ Encourages an organization to consider how diversity is applied to embed diversity into business objectives and the culture of the organization

12

## **Diversity Department**

- ▶ Designated departments responsible for compliance, worklife balance, and diversity initiatives within an organization